

Message Text

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ACTION IO-14

INFO OCT-01 EUR-12 ISO-00 EB-08 AF-10 ARA-10 EA-10
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OMB-01 ABF-01 AGRE-00 DOE-15 SOE-02 DOEE-00 CEQ-01
OPIC-03 HUD-01 HEW-04 OIC-02 CIAE-00 INR-10
NSAE-00 PM-05 NSC-05 SP-02 SS-15 /165 W
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UNIDO

E.O. 11652:N/A

TAGS: OCON, PORG, UNIDO

SUBJECT: UNIDO - PERMANENT COMMITTEE X - AGENDA ITEMS 4(B)

- WORK PROGRAM OF UNIDO FOR 1980-1981 AND 4(C)
- MEDIUM-TERM PLAN OF UNIDO FOR 1980-1983

1. DOCUMENT FOR AGENDA ITEM 4(B) WORK PROGRAM OF UNIDO 1980-81, IS ID/B/3/69 DATED 12 APRIL 1978 AND FOR AGENDA ITEM 4(C), MEDIUM-TERM PLAN OF UNIDO FOR 1980-83 IS ID/B/C.3/67 ADD.1, DATED 6 APRIL 1978. THESE DOCUMENTS CARRY DISTRIBUTION DATES OF APRIL 18 AND APRIL 14 RESPECTIVELY AND WERE NOT RECEIVED BY MISSION UNTIL NEXT WORKING DAY AFTER DISTRIBUTION DATE. COPIES HAVE BEEN AIRMAILED TO STEINER, IO/DHP. FOLLOWING ARE MISSION'S COMMENTS AND SUGGESTIONS FOR USE IN DEVELOPING U.S. DEL POSITION PAPERS. (PARAS 2-6 RELATE TO WORK PROGRAM; PARAS 7-12 TO MEDIUM-TERM PLAN).

2. ID/B/C.3/69 STATES THAT ITS PURPOSE IS TO LAUNCH A
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DISCUSSION OF THE WORK PROGRAM FOR 1980-81 WITH A VIEW TO PROVIDING GUIDANCE TO THE SECRETARIAT IN PREPARING A DRAFT DOCUMENT FOR SUBMISSION TO THE BUDGET DIVISION IN NEW YORK IN EARLY 1979. (COMMENT: AT IDB-XI, ACCORDING TO SUMMARY RECORD OF JUNE 1, 1977, EXECUTIVE DIRECTOR KHANE STATED THAT "THE PROGRAM FOR THE BIENNIUM 1980-81 COULD BE DISCUSSED AT THE BOARD'S TWELFTH SESSION AND THEN, WHEN

APPROVED AND IF NECESSARY AMENDED BY THE BOARD, BE TRANSMITTED TO THE SECRETARY GENERAL AND THE COMPETENT UN BODIES". PRESENT DOCUMENT DOES NOT ENVISAGE BOARD "APPROVAL", BUT SUGGESTS THAT EXECUTIVE DIRECTOR'S SUBMISSION WILL "REFLECT THE VIEWS EXPRESSED BY THE PERMANENT COMMITTEE AND ANY FURTHER COMMENTS THE BOARD MIGHT MAKE AT ITS TWELFTH SESSION, AS WELL AS THE INSTRUCTIONS RECEIVED FROM NEW YORK". MISSION SUGGESTS THAT WE NOT REPEAT NOT MAKE AN ISSUE OF THIS PROCEDURE. GIVEN COMPOSITION OF IDB WITH G-77 HOLDING MAJORITY OF SEATS, ANY "APPROVED" PROGRAM WOULD BE LIKELY TO BE BIASED ON EXPANSIONARY SIDE WITHOUT ADEQUATE CONCERN FOR BUDGETARY IMPLICATIONS AND PERHAPS MORE DIFFICULT TO PRUNE IN ACABQ AS A RESULT OF ITS PRIOR APPROVAL BY AN INTERGOVERNMENTAL BODY.)

3. DOCUMENT STATES THAT IT IS AN ATTEMPT TO BE AS SPECIFIC AS POSSIBLE ALTHOUGH, IN FACT, IT IS WRITTEN IN VERY GENERAL TERMS AND IS LARGELY A LISTING OF ONGOING ACTIVITIES WHICH WILL BE CONTINUED AND WITH LITTLE ATTEMPT TO ENUNCIATE GENERAL THEMES OR ANALYZE PRIORITIES. IT NOTES THAT PROGRAMMING THEMES AND PRIORITY AREAS ARE LIKELY TO EMERGE FROM FUTURE WORK OF, FOR EXAMPLE, INTERNAL TASK FORCES AND WORKING GROUPS AND EXTERNAL SOURCES SUCH AS UN CONFERENCES ON TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES AND ON SCIENCE AND TECHNOLOGY FOR DEVELOPMENT, UNCTAD V, AND THIRD GENERAL CONFERENCE LIMITED OFFICIAL USE

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OF UNIDO.

4. WHEN READ IN CONJUNCTION WITH THE MEDIUM-TERM PLAN (AGENDA ITEM 4(C), IT CAN BE SEEN THAT THIS DOCUMENT IS ESSENTIALLY A SUMMARY OF THOSE PARAGRAPHS OF MEDIUM-TERM RELATING TO 1980-81 BIENNium.

5. FOLLOWING POINTS SHOULD BE NOTED UNDER VARIOUS SUB-HEADINGS OF DOCUMENT:

A. TECHNICAL ASSISTANCE ACTIVITIES. PARA 10 CONTAINS THE ONLY PRICE TAG IN THE ENTIRE DOCUMENT AND SUGGESTS THAT UNIDO SHOULD BE IMPLEMENTING PROGRAMS OF TECHNICAL ASSISTANCE IN THE AMOUNT OF APPROXIMATELY \$166 MILLION DURING THE BIENNium, A SUBSTANTIAL INCREASE OVER THE PRESENT LEVEL (SEE DISCUSSION OF BUDGETARY IMPLICATIONS UNDER MEDIUM-TERM PLAN BELOW). PARA 11 INDICATES AREAS OF EMPHASIS WITH RURAL INDUSTRIALIZATION AND INTEGRATION OF AGRICULTURE AND INDUSTRY AND DEVELOPMENT OF AGRO-INDUSTRIES AT THE TOP. LIST OF AREAS OF EMPHASIS SEEMS ACCEPTABLE, BUT WASHINGTON AGENCIES MAY WISH TO REVIEW IT.

B. PROGRAM DEVELOPMENT FOR TECHNICAL ASSISTANCE.

PARA 14 STATES THAT PROJECTION OF THE NUMBER OF NEW PROJECTS FOR 1980-81 BIENNium, TOTALLING 1,300 IS BASED ON ASSUMPTION THAT UN INDUSTRIAL FUND WILL REACH ITS DESIRABLE ANNUAL FUNDING LEVEL OF \$50 MILLION. (COMMENT: THIS ASSUMPTION APPEARS UNREALISTIC GIVEN THE FACT THAT PLEDGES TO THE UNIDF TOTAL LESS THAN \$10 MILLION SO FAR FOR 1978. SINCE USG IS NOT A CONTRIBUTOR, HOWEVER, IT WOULD BE BEST FOR SOME OTHER DELEGATION TO TAKE THE LEAD IN QUESTIONING THIS ASSUMPTION.) PARAS 15 AND 16 CONTAIN WELCOME COMMENTS REGARDING COORDINATION WITH UNDP. QUESTION MIGHT BE RAISED REGARDING FREQUENCY WITH WHICH UNDP RESREPS HAVE BEEN

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INVITED TO UNIDO HEADQUARTERS FOR CONSULTATION IN PAST, AND WHETHER THIS IS MOST EFFICIENT WAY OF CONDUCTING "COUNTRY" CONSULTATIONS. PARA 17 MENTIONS UNIDO TASK FORCE ON ENERGY, WHICH IS ALSO REFERRED TO IN OTHER DOCUMENTS HERE OR UNDER SOME OTHER AGENDA ITEM; IT WOULD BE USEFUL TO CLARIFY WHAT THIS TASK FORCE IS ATTEMPTING TO DO AND WHAT PROGRESS IT HAS MADE.

C. EVALUATION. PARAS 19-23 INDICATE THAT UNIDO IS CONTINUING "ITS EFFORTS TO DEVELOP THE USE OF EVALUATION AS A TOOL OF MANAGEMENT". THRUST APPEARS TO BE IN LINE WITH USG VIEWS ON THIS ACTIVITY, ALTHOUGH EMPHASIS IS ON CONTINUATION OF ACTIVITIES AND IT MIGHT BE WELL TO CALL ATTENTION TO RECOMMENDATION OF PC-IX

THAT SECRETARIAT DEVOTE GREATER PRIORITY AND EXECUTIVE STAFF ATTENTION TO DEVELOPMENT OF EVALUATION SYSTEM. WE COULD ALSO ASK FOR SPECIFICS ON THE "APPROPRIATE STRENGTHENING OF STAFF" MENTIONED IN PARA 23. (FYI. KITCHELL, AMCIT RESPONSIBLE FOR DEVELOPMENT OF EVALUATION PROGRAM, IS VERY PLEASED WITH PROGRESS BEING MADE AT PRESENT. END FYI.)
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D. INDUSTRIAL STUDIES. PARAS 24-25 ARE VAGUE ABOUT WHAT INTERNATIONAL CENTER FOR INDUSTRIAL STUDIES (ICIS) IS GOING TO BE DOING, BUT EMPHASIS ON "LINKAGES" SUGGESTS THAT ICIS WILL CONCENTRATE PRIMARILY ON DIRECT SUPPORT OF OPERATIONAL ACTIVITIES AND DOWNGRADE BROADER CONCEPTUAL STUDIES. (COMMENT: THIS IS PROBABLY APPROPRIATE AS THERE ALWAYS HAS BEEN A QUESTION ABOUT UNIDO'S CAPACITY TO BECOME A VALUABLE "THINK TANK").

E. INVESTMENT COOPERATIVE PROGRAM. PARA 28 DESCRIBES INVESTMENT PROMOTION ACTIVITIES WHICH ARE WELCOME IN LIGHT OF USG'S OBJECTIVE OF EMPHASIZING ROLE OF PRIVATE SECTOR IN INDUSTRIAL DEVELOPMENT. PARA 29 STATES THAT EFFORTS WILL CONTINUE TO BE DEVOTED TO EXPANDING THE INVESTMENT PROJECT PORTFOLIO. (COMMENT: THERE HAVE BEEN SUGGESTIONS IN THE PAST THAT SOME ATTENTION SHOULD BE DEVOTED ALSO TO CULLING OUT SOME OF THE OBVIOUS NON-STARTERS FROM THIS PORTFOLIO. SUGGEST DEPARTMENT QUERY MCCALLUM AT OPIC ON THIS SUBJECT.) LAST SENTENCE OF PARA 30 STATES THAT VARIOUS SOURCES OF DEVELOPMENT FINANCE "WILL CONTINUE TO BE APPROACHED IN AN ENDEAVOR TO INCREASE THE TRANSFER OF CAPITAL FROM DC'S TO LDC'S", BUT DOES NOT MAKE CLEAR WHAT UNIDO'S ROLE IS IN THIS EFFORT, IF ANY.

F. ASSISTANCE TO THE LEAST DEVELOPED COUNTRIES. PARA 31 SUGGESTS, INTER-ALIA, SOME ACTIVITIES RELATING TO THE VEGETABLE OILS AND FATS INDUSTRY. CONSULTATION MEETING ON THIS INDUSTRY SECTOR CONCLUDED THAT PRINCIPAL FOCUS OF FOLLOWUP ACTIVITIES SHOULD BE AT THE REGIONAL LEVEL. UNIDO SHOULD NOT DUPLICATE ACTIVITIES
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GOING ON ELSEWHERE.

6. MISSION SUGGESTS THAT UNDER AGENDA ITEM 4(B), U.S. DEL:

A. EXPRESS APPRECIATION FOR THE EXECUTIVE DIRECTOR'S REPORT;

B. EXPRESS DISAPPOINTMENT AT THE LATE CIRCULATION OF THE REPORT WHICH HAS MADE IT DIFFICULT FOR GOVERNMENTS TO GIVE IT THE CONSIDERATION IT DESERVES;

C. SUGGEST THAT REPORT WOULD HAVE BEEN MORE VALUABLE IF IT HAD CONTAINED MORE SPECIFICS ON PROSPECTIVE PROGRAM ACTIVITIES, MORE ANALYSIS OF PROGRAM THEMES AND A BETTER INDICATION OF SECRETARIAT THINKING ON PRIORITIES; AND

D. COMMENT ON AND QUESTION REPORT CONSISTENT WITH FOREGOING PARAS.

7. ID/B/C.3/67 ADD. 1 IS THE DRAFT MEDIUM-TERM PLAN ALREADY SUBMITTED BY THE EXECUTIVE DIRECTOR TO THE BUDGET DIVISION IN NEW YORK IN ACCORDANCE WITH INSTRUCTIONS RECEIVED FROM THE CONTROLLER. IT CONTAINS A 13-PAGE INTRODUCTION AND A PLAN BROKEN DOWN BY PROGRAMS AND SUB-PROGRAMS WITHIN UNIDO, PRESUMABLY ACCORDING TO A PRESCRIBED FORMAT. FOR EACH PROGRAM AND SUB-PROGRAM, THE DOCUMENT STATES (A) OBJECTIVE; (B) PROBLEM ADDRESSED; (C) LEGISLATIVE AUTHORITY; (D) STRATEGY AND OUTPUT, SUBDIVIDED INTO THE SITUATION AT THE END OF 1979, THE BIENNIUM 1980-81, THE BIENNIUM 1982-83, AND ACTIVITIES LIKELY TO BE OF MARGINAL USEFULNESS; AND (E) EXPECTED IMPACT.

8. PARAGRAPH 14 OF INTRODUCTION ASSERTS THAT UN STRATEGY FOR INDUSTRIAL DEVELOPMENT MUST BE BASED ON WHAT ACTIVI-

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TIES ARE MORE LIKELY TO PROVE EFFECTIVE WHEN CARRIED OUT BY INTERNATIONAL MEANS AND WHICH OF THOSE ACTIVITIES MAY BE EXPECTED TO HAVE GREATEST IMPACT FOR GIVEN EXPENDITURE OF RESOURCES. HOWEVER, THE PLAN IS ESSENTIALLY A CATALOG OF EXISTING ACTIVITIES AND THEIR PROJECTION AND EXPANSION INTO THE NEXT TWO BIENNIUMS. THERE ARE REPEATED REFERENCES TO THE LIMA DECLARATION AND, AS APPROPRIATE, UNGA RESOLUTIONS AS JUSTIFICATION FOR THESE ACTIVITIES. NONE OF THE ACTIVITIES ARE CONSIDERED TO BE MARGINAL. THERE IS LITTLE ANALYSIS OF IMPACT; IN MOST CASES IT IS STATED THAT THERE ARE NO OBJECTIVE INDICATORS BY WHICH TO MEASURE IMPACT.

9. THE PLAN CONTAINS TABLES SHOWING THE PERCENTAGE ALLOCATION OF RESOURCES TO PROGRAMS AND SUB-PROGRAMS FROM THE REGULAR BUDGET, FROM EXTRA-BUDGETARY RESOURCES AND FROM TOTAL RESOURCES FOR THE BIENNIUMS 1978-79, 1980-81, 1982-83. THE TABLES DO NOT SHOW THE RATIO OF REGULAR BUDGET TO EXTRA-BUDGETARY RESOURCES AND THERE ARE NO DOLLAR FIGURES CORRESPONDING TO THE PERCENTAGES, EXCEPT THAT THE DESCRIPTION OF THE SUB-PROGRAMS OF INDUSTRIAL

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OPERATIONS SHOW THE EXPECTED EXPENDITURES ON PROJECTS FOR THE NEXT TWO BIENNIUMS. TOTAL SUCH PROJECT EXPENDITURES DURING THE BIENNIUM 1980-81 ARE ESTIMATED AT \$166 MILLION (SEE PARA 5(A) ABOVE) AND FOR THE BIENNIUM 1982-83 AT \$257 MILLION.O

10. QUITE APART FROM THE ABSENCE OF DETAILED ANALYSIS OF THE VARIOUS PROGRAMS, IT IS DIFFICULT TO MAKE JUDGMENTS ON THE VALIDITY OF THE TOTAL PROGRAM WITHOUT SOME INDICATION OF THE UNDERLYING BUDGETARY ASSUMPTIONS. THE PERCENTAGE ALLOCATIONS OF TOTAL RESOURCES TO THE PROGRAMS AND SUB-PROGRAMS CHANGES ONLY marginally OVER THE THREE BIENNIUMS IN ALMOST ALL CASES. THIS BEING THE CASE AND SINCE THE FIELD PROJECT EXPENDITURES ARE ESTIMATED TO INCREASE BY 55PERCENT FROM \$166 MILLION TO \$257 MILLION, IT WOULD APPEAR THAT THE SECRETARIAT IS WORKING ON THE ASSUMPTION OF A ROUGHLY SIMILAR INCREASE IN RESOURCES AVAILABLE FOR OTHER ACTIVITIES. (THE ONLY PLACE WHERE COMPARABLE FIGURES FOR THE THREE BIENNIUMS ARE SHOWN IS IN THE SUB-PROGRAM RELATING TO TECHNICAL DEVELOPMENT AND TRANSFER --

PARAS 158-168 -- WHERE EXPENDITURES INCREASE FROM \$44 MILLION IN 1982-83, INCREASES OF 98PERCENT AND 61PERCENT RESPECTIVELY*) CLEARLY AMONG THE ASSUMPTIONS IS THAT THE UNIDF WILL ACHIEVE THE \$50 MILLION ANNUAL FUNDING LEVEL. AN ASSUMPTION OF GREATLY EXPANDED FINANCIAL RESOURCES COULD EXPLAIN WHY, FOR EXAMPLE, THE SUB-PROGRAM RELATING TO THE SYSTEM OF CONSULTATIONS IS EXPECTED TO HAVE A SLIGHTLY LOWER SHARE OF THE TOTAL RESOURCES IN THE FUTURE, EVEN THOUGH THE SECRETARIAT CLEARLY ANTICIPATES A VERY SUBSTANTIAL EXPANSION OF THE CONSULTATION PROGRAM.

11. OTHER POINTS WORTH NOTING:
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A. PARA 18 OF THE INTRODUCTION STATES THAT THE MEDIUM-TERM PLAN PRESUPPOSES A GRADUAL BUT PERSISTENT INCREASE IN THE RESOURCES ALLOCATED TO CONSULTATIONS, BUT DOES NOT ATTEMPT TO FORECAST THE EVOLUTION IN DETAIL. YET PARAS 62 AND 63 OF THE PLAN ARE QUITE SPECIFIC AND SUGGEST THAT THERE WILL BE TWELVE INDUSTRIAL SECTORS INVOLVED BY THE END OF 1983. IT SHOULD ALSO BE NOTED THAT PARA 65 IS MISLEADING WHEN IT STATES THAT THE CONSULTATIONS HAVE YIELDED "CONSENSUS AGREEMENTS" ON "TARGETS" FOR INDUSTRIAL PRODUCTION IN THE LDCS IN THE YEAR 2000. (FOR EXAMPLE, THE LEATHER CONSULTATION DID NOT AGREE THAT "THE MAJOR SHARE OF WORLD CAPACITY SHOULD BE LOCATED IN THE DEVELOPING COUNTRIES", BUT THAT LDC'S COULD PLAN ON THE ASSUMPTION THAT "GROWTH IN THE LEATHER INDUSTRY WILL BE PREDOMINANTLY IN THE DEVELOPING COUNTRIES".)

B. PARA 7 OF THE PLAN SOMEWHAT MISSTATES UNGA RESOLUTION 32/165. IT IMPLIES THAT ALL SIDFA'S SHOULD BE FINANCED FROM THE REGULAR BUDGET, WHEREAS RESOLUTION 32/165 CAN BE READ TO SUGGEST THAT THE QUESTION IS WHETHER THE REGULAR BUDGET SHOULD BE TAPPED FOR FUNDS TO SUPPLEMENT THOSE AVAILABLE FROM VOLUNTARY CONTRIBUTIONS IN ORDER TO INCREASE THE NUMBER OF SIDFAS.

C. PARA 3 STATES THAT PROPOSALS AIMED AT STRENGTHENING THE FIELD PRESENCE OF UNIDO WOULD PROBABLY INVOLVE THE CREATION OF AN ADDITIONAL ELEMENT IN THE ADMINISTRATIVE STRUCTURE, BUT OUTSIDE THE PROPOSED PROGRAM STRUCTURE. IT STATES THAT THESE MATTERS ARE DEALT WITH UNDER POLICY COORDINATION & INDUSTRIAL OPERATIONS, BUT NEITHER OF THOSE SECTIONS CLARIFY THE SECRETARIAT'S INTENTION.

D. PARAS 29-31 CONTAIN POSITIVE INDICATIONS REGARDING EVALUATION ACTIVITIES (SEE PARA 5(C) ABOVE.

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E. PARA 12O ANTICIPATES THAT INTIB (INDUSTRIAL AND
TECHNICAL INFORMATION BANK) WILL BE GREATLY EXPANDED.
THIS PROGRAM IS, OF COURSE, IN AN EXPERIMENTAL PHASE,
WITH A REPORT DUE TO IDB-XIII AND IT WOULD SEEM PRE-
MATURE TO DRAW FIRM CONCLUSIONS AT THIS STAGE, AS THE
SECRETARIAT ITSELF RECOGNIZES.

12. MISSION SUGGESTS THAT UNDER AGENDA ITEM 4(C), U.S.
DEL:

A. EXPRESS DISAPPOINTMENT AT THE LATE CIRCULATION OF
THE DOCUMENT WHICH HAS MADE IT DIFFICULT FOR GOVERN-
MENTS TO GIVE IT THE CONSIDERATION IT DESERVES.

B. SUGGEST THAT THE PRESENTATION WOULD BE MORE VALU-
ABLE IF IT CONTAINED MORE ANALYSIS OF THE VALUE AND
IMPACT OF THE PROGRAMS IN ORDER TO HELP ANSWER THE
QUESTIONS POSED IN INTRODUCTORY PARA 14.

C. PROBE FOR INFORMATION ON THE BUDGETARY ASSUMPTIONS
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UNDERLYING THE PLAN.

D. SEEK CLARIFICATION OF THE EXECUTIVE DIRECTOR'S
APPROACH TO THE SIDFA QUESTION AND REITERATE THE
U.S. VIEW THAT FIELD ADVISERS SHOULD BE FINANCED FROM
VOLUNTARY CONTRIBUTIONS BECAUSE THEIR FUNCTION IS TO
ASSIST INDIVIDUAL COUNTRIES OR GROUPS OF COUNTRIES.

E. COMMENT ON OTHER POINTS CONSISTENT WITH PARA 11
ABOVE. LEARY

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Message Attributes

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